

**BY ORDER OF THE COMMANDER
AIR FORCE RESERVE COMMAND**



**AIR FORCE RESERVE COMMAND
INSTRUCTION 36-2201**

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Personnel

***DEVELOPING MANAGING AND
CONDUCTING RESERVE RECRUITER
TRAINING***

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: HQ AFRC/RSOT
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This instruction implements AFRPD 36-22, *Military Training*, 17 September 93, by assigning responsibilities and providing guidance and procedures for developing, managing, and conducting Air Force Reserve recruiter training.

SUMMARY OF REVISIONS

This revision incorporates the procedures formerly in AFRESI 36-2201 and generally updates the text.

Chapter 1

ON-THE-JOB TRAINING (OJT) RESPONSIBILITIES

1.1. HQ AFRC/RSOT Education and Training Manager:

- 1.1.1. Establishes, directs, monitors, evaluates, and assists all categories of Reserve recruiter training.
- 1.1.2. Oversees recruiter training issues, to include:
 - 1.1.2.1. Preparing and distributing suggested training topics.
 - 1.1.2.2. Developing, publishing, and reviewing Job Qualification Standard (JQS) 8R000, training material, handouts, and training aids to ensure conformance with job requirements and Air Force Reserve assignment, enlistment, and appointment criteria.
 - 1.1.2.3. Providing training assistance to requesting numbered Air Force (NAF).
 - 1.1.2.4. Monitoring training processes for policy compliance.
 - 1.1.2.5. Participating in meetings listed in [Table 2.1.](#)
 - 1.1.2.6. Initiating Fast Start Training within 60 to 90 days of arrival on station.

1.2. Numbered Air Forces:

- 1.2.1. Appoint senior recruiters as trainers/certification officials in writing.
- 1.2.2. Conduct senior recruiter training.
- 1.2.3. Provide on site training and documentation.
- 1.2.4. Certify senior recruiter proficient within 120 to 360 days of entry into training. If all requirements are not met within 12 months, the NAF/RS either requests an extension through HQ AFRC/RSOT to the Director of Recruiting or, with justification, submits recommendation for reassignment to the line recruiting or tour curtailment.
- 1.2.5. Provide recruiter training assistance to field locations upon request of recruiting manager or wing commander.
- 1.2.6. Conduct initial, supplemental, and recertification training to field locations as required.

1.3. Senior Recruiter:

- 1.3.1. Plans, schedules, and conducts required training to all recruiters assigned to respective operating location (OL).
- 1.3.2. Completes Train-the-Trainer/Certifier Course.
- 1.3.3. Conducts, evaluates and documents all phases of training on AF Form 623a, On-The-Job Training Record Continuation Sheet, or plain bond paper, acknowledged in writing by the recruiter and the senior recruiter/trainer.
- 1.3.4. Begins initial qualification training within 30 days of assignment for new recruiters assigned to the OL.

- 1.3.5. Conducts monthly/quarterly training meetings and documents training provided for all assigned recruiters.
- 1.3.6. Uses subject matter experts to enhance the recruiter training process.
- 1.3.7. Encourages recruiter participation in training meetings as subject matter experts.
- 1.3.8. At a minimum, performs training visits to recruiters assigned at satellite offices every 3 months and to overseas locations every 12 months. Documents all training provided in the recruiters' training record.
- 1.3.9. Ensures AF Form 623, On-The-Job Training Record, is properly documented and maintained for each assigned recruiter.
- 1.3.10. Requests training related assistance as needed from NAF/RS.
- 1.3.11. Conducts and documents training required by NAF/RS and HQ AFRC/RS.
- 1.3.12. Senior recruiters must ensure recruiters are aware of their responsibility and accountability for maintaining proficiency.

1.4. AF Form 623:

- 1.4.1. AF Form 623 is organized Tab A through F, Tab A being on top. Items under each tab are filed chronologically, with the latest date on top.
 - 1.4.1.1. Tab A - AF Form 623a documenting proficiency one-on-one training.
 - 1.4.1.2. Tab B - AF Forms 623a documenting training meetings.
 - 1.4.1.3. Tab C - Contains recertification, initial/supplemental qualification training entrance letters, evaluations, and extension/removal letters.
 - 1.4.1.4. Tab D - Contains current and all previous trainer/trainee identification pages.
 - 1.4.1.5. Tab E - Current version of JQS 8R000.
 - 1.4.1.6. Tab F - Miscellaneous documentation, to include AF Forms 1098, Special Task Certification and Recurring Training and ancillary training records.

1.5. Recruiter:

- 1.5.1. A fully certified, proficient recruiter may be appointed in writing by the recruiting manager to perform duties identified in 1.2. Written notification of this appointment is placed in the recruiter's training record.
- 1.5.2. Recruiter trainees accept and perform training assignments to the best of their ability. Trainees must understand and become proficient on task items before certification is documented on the JQS 8R000. The senior recruiter assists trainees in pursuing an aggressive self-study program on governing directives, JQS technical references, and training aids to enhance their training program and job knowledge.

Chapter 2

TRAINING AND DOCUMENTATION REQUIREMENTS

2.1. Phases of training:

2.1.1. Recruiter training is evaluated using the go/no go standard. Recruiters are considered trained when the certification official removes them from a formal phase of training and the recruiter is certified/recertified as proficient.

2.1.2. Trainees receive initial qualification training upon their initial assignment to a duty position as a line recruiter.

2.1.2.1. Training commences upon graduation from the Air Force Reserve Recruiter Course and assignment to an OL. The recruiting manager formally enters recruiters into initial qualification training not later than 30 days after their arrival on station. Prior recruiters from Air Force active duty, Air Force Reserve, or Air National Guard must also be certified proficient on the AFRC JQS 8R000.

2.1.2.2. The trainer must provide a written training plan to the trainee that outlines specific monthly objectives upon entry into training.

2.1.2.3. Training continues until a certification official certifies the trainee is proficient. A maximum 12-month period is permitted.

2.1.2.4. Trainers conduct monthly trainee evaluations to measure progress. Documentation satisfactory/unsatisfactory is recorded on AF Form 623a and retained in Tab C of AF Form 623. As a minimum, include statements regarding the trainee's strengths and weaknesses. If appropriate, include proposed solutions to training deficiencies. Trainees are removed from initial qualification training after satisfactorily completing all required task items within the line recruiter portion of the JQS 8R000. If all requirements are not met within 12 months, the senior recruiter either requests an extension through NAF/RS, HQ AFRC/RSOT to the Director of Recruiting or, with thorough justification, submits for tour curtailment.

2.1.2.5. The trainer provides documented, realistic, and meaningful training within the trainee's environment. If, upon completion of any monthly evaluation, additional training is necessary, the trainer is responsible for providing it.

2.1.2.6. The senior recruiter ensures certification of each required JQS 8R000 task item. The certification official completes the JQS 8R000 with date and initials, along with AF Form 623a, certifying the trainee proficient and removing the trainee from initial qualification training.

2.1.3. Trainers provide supplemental qualification training to trainees upon assignment to a duty position other than a line recruiter. Senior recruiters formally enter trainees assuming in-service and physician recruiter duties into appropriate supplemental training. NAF or designated trainer formally enters trainees assuming senior recruiter duties into training. Supplemental training is initiated no later than 60 days after reporting to the duty position.

2.1.3.1. The trainer develops and follows a training plan that outlines specific monthly objectives and provides a copy to the trainee upon entry into training.

2.1.3.2. Training continues the certification official finds the trainee proficient. A maximum of 12 months is permitted.

2.1.3.3. Trainer conducts monthly trainee evaluations to measure progress. Recorded documentation satisfactory/unsatisfactory on AF Form 623a is retained in Tab C of the AF Form 623. As a minimum, include statements regarding the trainee's strengths and weaknesses. If appropriate, include proposed solutions to training deficiencies. A certifying official removes trainees from supplemental qualification training after satisfactorily completing all required task items listed in the appropriate supplemental training area on JQS 8R000. If all requirements are not met in a 12-month period, extensions or tour curtailment requests with thorough justification may be generated through NAF/RS, HQ AFRC/RSOT to HQ AFRC/RS.

2.1.3.4. The trainer provides documented, realistic, and meaningful training within the trainee's environment. If, upon completion of any monthly evaluation, additional training is necessary, the trainer is responsible for providing such training.

2.1.3.5. The certification official justifies removal from training when the trainee demonstrates proficiency in all required JQS 8R000 task items. The certification official completes the JQS 8R000, with date and initials, along with AF Form 623a entries to remove the trainee from supplemental training.

2.1.4. Recertification training is required when a previously certified recruiter falls below acceptable standards of job proficiency on any JQS 8R000 task items. The trainer decertifies the task items. The certification official recertifies the task items only after the trainer provides sufficient training to bring the recruiter's proficiency back to established standards. Should any recruiter fail to meet their goal requirement within the limits of AFRCI 36-2001, a production evaluation will be generated for the recruiter.

2.1.4.1. This training does not exceed 90 days.

2.1.4.2. The trainer notifies the recruiter or senior recruiter by letter that they are being placed into recertification training. This letter clearly explains and documents the reasons for that placement. The trainer annotates AF Form 623a to record the effective date of placement.

2.1.4.3. The director of recruiting, through HQ AFRC/RSOT and NAF/RS, formally enters a senior recruiter into recertification training.

2.1.4.4. Recruiters formally entered into recertification training are ineligible for a permanent change of station (PCS) move.

2.1.4.5. The trainer provides the recruiter with an outline of the recertification training timeline and identifies specific objectives to be met. The trainer and trainee acknowledge the plan with respective signatures on AF Form 623a. A copy is maintained in Tab C of the AF Form 623.

2.1.4.6. The trainer conducts evaluations at 15-day intervals to evaluate the recruiter's progress. These evaluations are documented on AF Form 623a, and placed in Tab C of the AF Form 623.

2.1.4.7. If the trainer/certifying official determines the recruiter will not be recertified, HQ AFRC/RSOT will be notified through NAF/RS. HQ AFRC/RSOT conducts an in depth evaluation to determine whether the training received was appropriate, if the recruiter should be continued in training, or if the recruiter should be considered for tour curtailment. If recertification is

warranted, the certification official certifies the recruiter as proficient/certified on the JQS 8R000 task items.

2.1.5. Proficiency training is provided on an ongoing basis to ensure all recruiters are informed of changes as they occur. This training increases recruiters' knowledge and skill.

2.1.5.1. Recruiters are always in this phase upon completion of initial qualification, supplemental, or recertification training.

2.1.5.2. Document training on AF Form 623a and maintain in Tab A of AF Form 623.

2.1.5.3. Consider training meetings and workshops listed in [Table 2.1](#), a part of proficiency training. Maintain this documentation in Tab B of AF Form 623.

2.1.5.4. One-on-one training is the major part of the proficiency training process.

2.1.5.5. Training focuses on, but is not limited to, sales, current criteria, assignment, enlistment, and appointment procedures.

2.2. Geographically Reassigned Recruiter:

2.2.1. Using JQS 8R000, the certification official evaluates a geographically reassigned recruiter within 60 days of arrival at the duty station. If found proficient, document the evaluation and results on AF Form 623a, TAB C and sign as proficient. If the recruiter was found to be deficient, decertify the appropriate task items and enter into recertification training.

2.2.2. Newly appointed or transferred recruiting managers review AF Forms 623 for assigned recruiters within 45 days of arrival on station.

2.3. AF Form 623:

2.3.1. This form is used in the recruiter training process as a method of preserving all pertinent information required to manage each recruiter's level of proficiency. Documentation more than 5 years old, other than initial/supplemental qualification training entries or recertification documentation, should be removed and given to the recruiter, if no longer serving a training purpose.

2.3.2. The primary purpose of this form is to maintain training documentation. Documenting production alone is prohibited unless it directly relates to other JQS 8R000 task requirements. Through this documentation, the trainer and certification official ensure each recruiter is provided proper training. Documentation reflects recruiter's abilities, both positive and negative, and illustrates growth and development as a member of Air Force Reserve Recruiting.

2.3.3. Information not included pertain to Uniform Code of Military Justice (UCMJ) infractions or military personnel actions relating to anything other than specific performance of recruiting duties and training provided.

2.3.4. Maintain AF Forms 623 according to AFI 36-2201, Developing, Managing and Conducting Training, and this instruction.

2.3.5. When a recruiter is transferred, the senior recruiter, within 5 days of departure, prepares an AF Form 330, Records Transmittal/Request, and forwards the recruiter's AF Form 623 to the gaining OL. If transferred to a HQ AFRC staff position, the AF Forms 330 and 623 are forwarded to HQ AFRC/RSOT.

2.3.6. Upon termination or retirement, recruiters receive their AF Form 623.

2.3.7. Proper documentation is essential and critical. Be specific. Take all aspects of the recruiter's progress into consideration when making evaluations. Answer the WHO, WHAT, WHEN, WHERE, WHY, and HOW while indicating the type of training provided.

2.3.8. Documents included within the AF Form 623 are identified in AFI 36-2201 and this instruction.

2.4. Reaccomplishing Unusable AF Forms 623:

2.4.1. Do not reaccomplish an AF Form 623 for the sole purpose of transferring information to a new form. If it is necessary to reaccomplish a mutilated, dirty or illegible AF Form 623, the trainer/certification official transfers all pertinent information to the new form.

2.4.2. Under no circumstances will an AF Form 623 be cut up and parts of pages glued, stapled, taped, or inserted into another AF Form 623.

2.5. Assignment of JQS 8R000 Task Items:

2.5.1. Each task item identified on the JQS 8R000 is used in training each recruiter. Initially, the task items are assigned according to the training plan and the trainee's demonstrated abilities.

2.5.2. The certification official certifies task items essential to the accomplishment of day-to-day recruiting functions before recruiters are removed from qualification training.

2.5.3. Tasks other than initial recruiter training requirements that lead to increased knowledge and responsibility may be certified at a later date.

2.5.4. Senior recruiters may assign, train and institute certification of any task items found on any supplemental JQS 8R000 area to enhance a recruiter's knowledge and experience base. However, no recruiter is certified as proficient in any supplemental JQS 8R000 job classification unless physically assigned to that position.

2.6. Initial Entries to Assign/Certify JQS 8R000 Task Items:

2.6.1. The trainer enters the recruiter's name on the JQS 8R000.

2.6.2. The trainer enters the date training began in the space provided. If recruiters are taken off qualification training due to extenuating circumstances, adjust the date training started on the JQS 8R000 and include an explanation on AF Form 623a.

2.6.3. Upon completion of each task item, the certification official enters the date completed in the space provided.

2.6.4. The trainee initials in the space provided when the task items are completed.

2.6.5. The certification official initials in the appropriate space when the task items are certified.

2.7. Additional Task Items Entered on AF Form 797. The senior recruiter may expand or add locally assigned task items using a separate AF Form 797, **Job Qualification Standard Continuation/Command JQS**, (see AFI 36-2201 concerning JQS documentation).

2.8. Publication of Revised JQS 8R000:

2.8.1. In all cases, a previously certified basic line recruiter JQS 8R000 should be recertified if found to be proficient. Enter the current date in the completion date block, trainee and certification official initial the appropriate blocks and make the following signed entry on AF Form 623a: Reaccomplished JQS 8R000 on date reaccomplished. Individual was previously proficient as an 8R000 on date previously certified. A trainer need not initial in this case.

2.8.2. For personnel currently in initial or supplemental qualification training, transcribe documentation from the previous JQS 8R000 to the new JQS 8R000 and make the following signed entry on AF Form 623a: Reaccomplished JQS 8R000 on (date).

2.8.3. Personnel previously certified in a supplemental JQS 8R000 job series and not currently holding the position, will not be recertified until they return to that series. Make the following signed entries AF Form 623a: Recruiter was previously certified as Senior, In-Service or Physician Recruiter on date. Recertification will take place upon reentry into a like position.

2.8.4. If a previously certified JQS 8R000 in any job series is found to be deficient in one or more task items, or the individual is currently in recertification training, the following must be done:

2.8.4.1. Certification official initiates a new JQS 8R000 and enters date training actually began for the appropriate task items in the start date block.

2.8.4.2. Trainer continues to provide or initiate required training in the deficient areas.

2.8.4.3. In either instance, the certification official makes the following signed entry on AF Form 623a: initiated new JQS 8R000 on date. Individual was previously proficient as 8R000 on date.

2.8.5. Remove all previous editions of the recruiter JQS 8R000 from the training record after accomplishment of one of the above actions. The removed JQS is given to the respective recruiter.

2.8.6. Trainers for initial/supplemental JQS task item are the only individuals identified on the trainer/trainee identification page. Do not remove any previous pages. All identification pages should be maintained in the AF Form 623.

2.9. Task Decertification and Recertification . When a recruiter falls below acceptable standards of job proficiency in any task items, the following procedures apply:

2.9.1. Line through the previous certification (all applicable blocks contained within the certification section of the JQS 8R000).

2.9.2. Enter the appropriate signed documentation on AF Form 623a, validating the reason for the decertification and the proposed training to be provided to recertify the recruiter as proficient.

2.9.3. Enter the date recertification training begins in the same block as the previous start date. When acceptable standards are reached, the certification official recertifies the recruiter by entering the new completion date with recruiter's initials.

2.10. Training Meetings and Workshops:

2.10.1. **Table 2.1.** lists requirements for training meetings and workshops.

2.10.2. All meetings and workshops must be held on government installations when practical and where suitable facilities are available.

Table 2.1. Training Meetings and Workshops

R U L E	A	B	C	D
	When conducting	which is	and held	then it will be attended by
1	OL Training Meeting	mandatory	at least quarterly	All assigned recruiters. (see note 2)
2	Physician Recruiter Workshop		annually	All physician recruiters. (see note 3)
3	Senior Recruiters/ AFRC Award Winners Workshop			All assigned senior recruiters and AFRC award winners. (see note 3)
4	HQ AFRC/Sales Management Workshop		every 18 months	All military personnel assigned to Reserve recruiting.
5	RS Chiefs Forum		semi-annually	All assigned RS chiefs and chief selects. (see note 3)

NOTES:

- 1.HQ AFRC, NAF/RS division/branch representatives may attend, as required.
- 2.An overview of the agenda and content must be made available to the overseas recruiters. However, overseas recruiters must meet with OL annually.
- 3.All Workshops may be combined as appropriate to conserve resources.

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Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Air Force Policy Directive 36-22, *Military Training*

Air Force Instruction 36-2201, *Developing, Managing, and Conducting Training*

Terms

Certification Official—Individual who determines a trainee's proficiency in JQS task items.

Certification officials must have completed the Train-the-Trainer/Certifier Course and possess a 5 skill level or higher.

Decertification—When certified recruiters fall below acceptable standards of job proficiency in any JQS task item. Recruiters are decertified in that task item.

Go/No-Go Standard—Recruiters are capable and competent to accomplish tasks correctly in terms of procedures, timeliness, and performance; or neither capable nor competent to perform these tasks.

Job Qualification Standard—A list of tasks individuals are required to perform in their current job. Lists contain day-to-day tasks, contingency, and AFMAN 36-2108, Airman Classification, mandatory requirements.

Master JQS 8R000—The master JQS 8R000 is the foundation for recruiter training. It is used to train individuals who are newly assigned to recruiting duty upon graduation from the Air Force Reserve Recruiter Course and also to train specialized supplemental recruiter job categories. Prior recruiters of any military component must also be certified as proficient on JQS 8R000.

Proficiency Level—Level of skill attained by individuals. Under the go/no-go standard, this level is obtained when individuals are certified by the certification official as proficient.

Proficiency Training—A continuing training program to increase the knowledge and skills of recruiters.

Qualification Training—Actual hands on task performance training designed to qualify recruiters for a specific duty position.

Recertification Training—Recertification training is conducted to recertify recruiters who have been decertified in JQS task items.

Senior Recruiter—A general term that refers to the physician, line and assistant senior recruiters, as a group.

Fast Start—A standardized training process for new senior recruiters.

Task—A part of a job that has a specific beginning and end that can be defined, observed, and measured.

Trainer—Individuals who assist the trainee in the development of skills and knowledge. The senior recruiter may appoint another recruiter to actually provide the training. To appoint a recruiter as a trainer, a written notification will be given to the trainer with a copy going to the trainee. The senior recruiter will keep a copy of the notification on file as long as the recruiter acts as the appointed trainer. The trainer must be certified/proficient on the tasks they are training, and must have completed the Train-the-Trainer/ Certifier Course.